



Indiana Vocational Rehabilitation Services

Manual of Employment Services

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Revisions are in Red Font

Table of Contents

VR Employment Services Model	2
Discovery	2
VOCATIONAL TESTING	3
JOB SHADOW	3
SITUATIONAL ASSESSMENT	4
WORK EXPERIENCE	5
VOCATIONAL COUNSELING AND GUIDANCE	6
OTHER DISCOVERY ACTIVITIES	7
Employment Services	7
JOB READINESS TRAINING	7
EMPLOYMENT SERVICE MODEL – OUTCOME BASED PAYMENTS	8
Milestone 1: Job Development and Placement (Employed 1 Calendar Week)	9
Milestone 2: Support and Short-Term Retention (Employed 4 Calendar Weeks)	10
Milestone 3: Retention (At Least 90 Days After Stabilization)	10
JOB SEARCH ASSISTANCE/JOB PLACEMENT ASSISTANCE	11
ON-THE-JOB SUPPORTS SHORT-TERM	12
SUPPORTED EMPLOYMENT	12
BILLING INFORMATION	14
EMPLOYMENT SERVICE FORMS	16
OTHER DEFINITIONS	17
Attachment A	21
EMPLOYMENT SERVICES WORK FLOW	21
Attachment B	22
SERVICE CODES AND RATES	22
Attachment C	23
APPLICATION PROCESS FOR COMMUNITY REHABILITATION PROVIDERS	23

List of Tables

Table 1: Employment Service Activities	2
Table 2: VR Funding for SE Services	13

VR Employment Services Model

A Vocational Rehabilitation (VR) consumer needing assistance with obtaining employment will typically go through the employment service activities as outlined in Table 1. Each step in the model is explained in detail throughout the manual. For information regarding the employment model work flow, please see **Attachment A**. Rates and services codes are outlined in **Attachment B**.

Table 1: Employment Service Activities

Employment Service Activity	Description
Discovery	Discovery is provided before beginning job development. See Discovery description below for more information and menu of discovery activities.
Employment Milestones: <ul style="list-style-type: none"> Milestone 1: Job Development and Placement (Employed 1 Calendar WEEK) Milestone 2: Support and Short-Term Retention (Employed 4 Calendar WEEKS) Milestone 3: Retention (90 days post-stabilization) 	<p>Job development and job placement occurs under Milestone 1.</p> <p>Support and short-term job retention occurs under Milestone 2.</p> <p>At least 90 days of successful job retention after achievement of stabilization must occur to meet Milestone 3.</p>
Supported Employment Services	Consumers with a Most Significant Disability (MSD) may require Supported Employment (SE) services to achieve stabilization and successful job retention. Many of these individuals will require SE services that extend beyond what is provided under the milestone payments. SE services may be funded in addition to milestone payments. Please see details below.
Other Supports	Some consumers, including individuals who are <u>not</u> MSD, may require additional supports to ensure achievement of stabilization and successful retention that extends beyond what is provided under the milestone payments. Other supports may be funded in addition to milestone payments when needed. Please see details below.

Discovery

The Discovery process provides an opportunity for the consumer and his or her team to explore the consumer's talents, interests, preferences, capabilities, ideal work environment, and informed choice in order to identify an appropriate vocational goal. The specific services, scope, and duration of Discovery activities will vary based on the individual consumer's need. For example, some individuals may need only vocational counseling and guidance through VR to complete the Discovery process, while others will require a much more intensive Discovery process involving a wide range of Discovery activities. Discovery begins with the initial intake or counseling meeting with the consumer's VR Counselor and is a fluid process between, at minimum, the consumer, the VR Counselor, and appropriate providers (e.g. Community Rehabilitation Providers, Work Ones, schools, or other qualified providers). Discovery activities are part of the menu of services available for each individual consumer and may include one or more of the following based on the individual consumer's needs:

- Vocational Testing
- Work Experience

- Job Shadow
- Situational Assessment
- Vocational Counseling and Guidance
- Other Discovery Activities (see page 6)

Discovery activities should be targeted and purposeful based on each consumer's individualized needs and informed choice. VR staff and other appropriate staff involved in carrying out Discovery activities should be able to articulate the reason a specific activity is necessary and what information is expected to be gained from the activity that will further the Discovery process (i.e., identification of employment goal and/or nature and scope of VR services). Discovery activities should also include an interview with the individual and others, as appropriate, to gain insight into education and employment history and identification of transferable skills. Discovery activities should also include a review of the local labor market.

VOCATIONAL TESTING

Vocational testing is utilized to help evaluate and identify an individual's vocational strengths, aptitudes, abilities, capabilities, interests, and academic skill levels to identify an appropriate employment goal. Vocational testing may include interviews with the individual to gain insight into education and employment history and identification of transferable skills, standardized test batteries, various vocational and interest inventories, simulated work samples, and an analysis of the local labor market. The outcome of the service is to identify an appropriate employment goals that the individual and VR staff may discuss as part of the vocational counseling process.

Service Delivery Requirements

All testing is conducted in an appropriate, secure setting. Testing is performed, and results are interpreted only by appropriate or qualified evaluators.

Expected Outcome

Identification of an appropriate employment goal based on consumer-specific information and the local labor market.

Documentation Requirements

A formal written report is required within 10 business days of completion of vocational testing. The report should include, at minimum, specific information on the consumer's current and projected abilities, interests, capabilities, aptitudes, and academic functioning. The report should also provide evidence supporting the viability of the vocational goal based on current local labor market analysis.

JOB SHADOW

Job shadows are job observations. They provide an opportunity for the consumer and the provider to visit employers in the community and observe different jobs. They can help a consumer understand what is involved in specific jobs to ensure informed choice, and determine if a job choice is consistent with the consumer's interests, abilities, and aptitudes. Job shadows can also be used to broaden an individual's

knowledge of available jobs in the community and gain greater insight into his or her interests. In public settings, they may be done anonymously, and in other settings, they can be arranged with the employer before the observation occurs.

Service Delivery Requirements

Job shadows are expected to be conducted individually (1-to-1 staff to consumer ratio). A job shadow will generally last from one hour to one day, plus appropriate off-site activities (i.e. site development, documentation, meeting with consumer off-site). Provider responsibilities include developing job shadow opportunities, being onsite during the job shadow, discussing likes/dislikes and what was learned following completion of each job shadow, and completing required documentation. Each job shadow (inclusive of off-site activities) will typically require 5 - 10 hours of staff time, depending on the amount of site development needed and length of on-site job shadow.

Expected Outcome

A recommendation of appropriate employment goals or vocational themes, or to gain insight into the identification of appropriate employment goals or vocational themes.

Documentation Requirements

Information on each job shadow should be documented in the Discovery Profile, including location, date, and duration of each job shadow, and any information gained in regard to interests, skills, personality traits, ideal conditions of employment, barriers, labor market information, and other applicable information. The Discovery Profile is considered a living document and should be submitted to VR monthly as Discovery activities are completed and information is obtained regarding the consumer's interests, strengths, etc. A final Discovery Profile must be submitted to VR upon completion of all Discovery activities.

SITUATIONAL ASSESSMENT

A situational assessment is distinguished from other types of assessments due to the ability of the provider to control and vary the task(s) or environment(s) in order to gather performance-based information about a consumer from a vocational environment or by his or her performance on a specific job-related task. The purpose of a situational assessment is to assess an individual's strengths and needs through observation of the individual's behavioral and job task performance, and to make recommendations for employment service planning. A situational assessment should provide information about the individual's aptitudes, abilities, skills, behaviors, and preferences, or determine if a specific employment opportunity, or a specific employment setting, would be a good fit. Additionally, a situational assessment is used to indicate instructional techniques that can be incorporated into on-the-job supports, as well as identify the types of support needed for an individual to learn job tasks and prepare for successful job retention. A situational assessment may also include, as appropriate:

- Information about the work environment and job tasks (i.e., job task analysis), including employer or industry accepted performance (quantity and quality) standards.

- An explanation of instructional techniques and interventions that were used by provider staff or an employer to facilitate learning and progress.
- Input from the individual on his or her vocational preferences, an assessment of the individual's physical and mental capabilities to do the job, identification of the individual's transferable skills, and potential concerns.

Service Delivery Requirements

Situational assessments are expected to be conducted individually (1-to-1 staff to consumer ratio). A situational assessment typically lasts at least two hours, though could last one or more days depending on the needs of the consumer and extent of information that can be obtained. Provider responsibilities include developing sites and/or appropriate settings, being on-site during the situational assessment, discussing likes/dislikes and what was learned following completion of each situational assessment, and completing required documentation. Each situational assessment (inclusive of off-site activities) will typically require 10 - 20 hours of staff time, depending on the amount of site development needed and length and extent of the situational assessment.

Expected Outcome

A recommendation of appropriate employment goals or vocational themes, to gain insight into identification of appropriate employment goals or vocational themes, to identify and verify a consumer's skills, support needs, and training techniques/strategies in order to assist in identifying appropriate employment goal.

Documentation Requirements

Information on each situational assessment should be documented in the Discovery Profile, including location, date, and duration of each situational assessment, and any information gained in regard to interests, skills, personality traits, ideal conditions of employment, barriers, labor market information, and other applicable information. The Discovery Profile is considered a living document and should be submitted to VR monthly as Discovery activities are completed and information is obtained regarding the consumer's interests, strengths, skills, etc. A final Discovery Profile must be submitted to VR upon completion of all Discovery activities.

WORK EXPERIENCE

Work experience opportunities allow individuals with disabilities to explore jobs through first-hand, work-based learning opportunities, and assist with gaining valuable insight into the individual's interests, career goals, abilities, skills, ideal work conditions, preferences, support needs, and training strategies. Work experience can help to better define employment interests for future job placement and, when appropriate, could potentially result in job offers.

Work experience is often a preferred assessment for consumers with limited or no work history, including students. Work experiences are conducted in competitive, integrated work settings in the community and are representative of the type of work agreed upon with the consumer. A work experience opportunity provides a longer-term on-site experience as compared to a situational assessment. Each discovery activity should also include an interview with the individual and others, as appropriate, to gain insight into education and



employment history and identification of transferable skills. Each discovery activity should also include a review of the local labor market.

Service Delivery Requirements

Work experiences are expected to be conducted individually (1-to-1 staff to consumer ratio). VR will support up to 12 total calendar weeks of work experience, with all 12 weeks occurring at one work experience site, or split across 2 or more different sites (ex. 2 weeks at 1 site, 6 weeks at a second site, and 4 weeks at a third site) (Note: weeks do not need to be consecutive). The individual may participate in work experience as little as one hour per week or 10 or more hours each week. Work experiences may be paid or unpaid. The provider is expected to be onsite **on average** 75% of the time the consumer is present in order to ensure appropriate assessment activities are taking place.

The Work Experience Development hourly service provides funding to the provider for setting up the appropriate work experience site, and should typically be authorized in conjunction with Work Experience A, Work Experience B, or Work Experience C (see Attachment B). General guidance is to authorize 5-10 hours of work experience development per work experience setting.

Expected Outcome

A recommendation of appropriate employment goals or vocational themes, or to gain insight into identification of appropriate employment goals or vocational themes.

Documentation Requirements

Information on each work experience should be documented in the Discovery Profile, including location, date, and duration of each experience, and any information gained in regard to interests, skills, personality traits, ideal conditions of employment, barriers, labor market information, and other applicable information. The Discovery Profile is considered a living document and should be submitted to VR monthly as Discovery activities are completed and information is obtained regarding the consumer's interests, strengths, etc. A final Discovery Profile must be submitted to VR upon completion of all Discovery activities.

VOCATIONAL COUNSELING AND GUIDANCE

VR Counseling and Guidance is an ongoing process of interaction between the consumer and the VR Counselor, and other employment team members as appropriate including, but not limited to, family members, advocates, Community Rehabilitation Program (CRP) Employment Specialist, WorkOne Business Services Representative, and others), and any other individual or entity assisting the consumer in meeting his or her employment goal. It includes information and support services to assist an individual in exercising informed choice. This is distinct from the case management relationship that exists between the counselor and the individual during the VR process. Some specific counseling techniques may include career counseling, assessment, and provision of consultation about, and access to, other appropriate VR services/information and referral to individuals who need services from other agencies not available through the VR program. Vocational Counseling and Guidance is an important component of the Discovery process, beginning with the

VR intake meeting; however, it also continues through the life of the consumer's case, including post-employment needs discussion and VR case closure.

OTHER DISCOVERY ACTIVITIES

Additional purposeful discovery activities that may be purchased at the standard hourly rate include, but are not limited to, the following:

- **Developing and supporting consumers in internship settings**
- Informational Interviews
- Dealing with Disclosure
- Dealing with Conflict
- Home Visits
- Career Exploration
- Additional Discovery Activities as Appropriate

Service Delivery Requirements

The VR Counselor will set expectations based on the specific activity being provided.

Expected Outcome

A recommendation of appropriate employment goals or vocational themes, or to gain insight into identification of appropriate employment goals or vocational themes.

Documentation Requirements

All discovery activities should be documented using the applicable sections of the Discovery Profile. The Discovery Profile is considered a living document and should be submitted to VR monthly as Discovery activities are completed and information is obtained regarding the consumer's interests, strengths, etc. A final Discovery Profile must be submitted to VR upon completion of all Discovery activities.

Employment Services

JOB READINESS TRAINING

While all VR consumers experience barriers to employment, often times those barriers can be addressed by ensuring an appropriate job match in the individual's ideal work environment. At times, the identified barrier results in such a significant deficit to achieving a competitive, integrated employment goal, or even successfully participating in job development, that Job Readiness Training is necessary. Job Readiness Training may be provided to address a specific, significant barrier a consumer is experiencing regarding one or more appropriate work behaviors or performance, including getting to work on time, appropriate dress and grooming, increasing productivity, soft skills development, and social skills development.

Job Readiness Training is designed to identify and teach strategies to overcome barriers to employment. Moreover, a consumer's need(s) shall be specifically identified along with the teaching techniques and strategies that will be used to address the essential skill(s) prior to the start of this service. The service may provide the consumer with insights about how to manage challenges related to his or her impairment, as well as strategies for overcoming these challenges. Job Readiness Training may also teach techniques to improve interactions, build meaningful work relationships, influence others' perceptions of them, and demonstrate ways to improve communication, teamwork, and interpersonal relationships.

Service Delivery Requirements

Job Readiness Training is expected to be conducted individually (1-to-1 staff to consumer ratio). A qualified provider must outline a specific curriculum with targeted training strategies and techniques for addressing the specific identified barrier. The VR Counselor will set expectations based on the identified need and training being provided. The VR Counselor, consumer, and qualified provider will jointly agree on whether training goals have adequately been met.

Expected Outcome

To assist individuals in eliminating or substantially reducing one more significant barriers that are preventing consumer's from pursuing successful job development and placement or retaining a job, and that would not be addressed through placement in the consumer's most ideal work setting.

Documentation Requirements

The Job Readiness Training Plan should be completed within 2 weeks of referral. The plan outlines the specific barrier and training needs, training goals, and targeted strategies and techniques for achieving goals. The Job Readiness Training plan should be updated at least quarterly, or more frequently if the identified training needs change. VR and the qualified provider may work together to set the goals as well as the targeted timeline for achieving the goals. The provider is responsible for identifying appropriate teaching techniques and strategies and providing monthly updates on the consumer's progress toward achieving goals as the training is carried out.

EMPLOYMENT SERVICE MODEL – OUTCOME BASED PAYMENTS

The employment service milestones include the following:

1. Job Development and Placement (1 calendar week)
2. Support and Short-Term Retention (4 calendar weeks)
3. Retention

These outcome-based payments are appropriate for all individuals who need assistance with job development, placement and support, and job retention. A description and expectations for each milestone payment are outlined in more detail below.

Milestone 1: Job Development and Placement (Employed 1 Calendar Week)

Service Delivery Requirements

Job development may occur after:

- An appropriate employment goal and the nature and scope of services are identified.
- Any applicable preparation or training is completed (or nearing completion).
- The consumer is ready to begin job development.

Milestone 1 supports the job development and placement process which includes job search activities that support and assist consumers in searching for an appropriate job. Job search assistance may include help in resume preparation, identifying appropriate job opportunities, developing interview skills, and assisting consumers in making contact with businesses or making contacts with businesses on behalf of the consumer. Job placement assistance is a referral to a specific job resulting in an interview, whether or not the individual obtained the job.

Milestone 1 is considered achieved when the consumer obtains an appropriate employment outcome that is consistent with the goal outlined in the Individualized Plan for Employment (IPE), and maintains that outcome for 1 calendar week. The IPE outlines the specific employment goal, as well as the desired work hours and wages. Any supports required by the consumer in order to successfully learn and perform his or her job tasks should begin upon placement. The VR Counselor is also expected to make contact with the consumer to ensure satisfaction with the placement.

Expected Outcome

Placement in an appropriate job that is consistent with the IPE employment goal and desired wages and weekly work hour, and achievement of 1 calendar week of employment.

Documentation Requirements

From the time job development begins, up until the time that placement is achieved, providers should ensure ongoing monthly communication with VR (i.e. email, meetings, progress note, etc.) is occurring. A Notice of Job Offer should be submitted to VR as soon as possible, preferably at least two business days prior to the potential job start date. Payment for achievement of Milestone 1 may be made when verification is submitted that demonstrates that the consumer has maintained the employment outcome for 1 calendar week after the job start date. The Notice of Job Offer should be submitted to VR and approved by VR prior to the job start date. In cases where the Notice of Job Offer is not received and approved by VR until after the job start date, then Milestone 1 will be paid 1 calendar week after VR's approval of the Notice of Job Offer. Appropriate justification should include any updates to job title, start date, pay rate, hours per week, work schedule, accommodation needs, benefits considerations, and the date that 1 calendar week of employment was achieved. The Milestone Payment Verification and Invoice form should be submitted upon completion of this milestone to document that all requirements have been met.

Milestone 2: Support and Short-Term Retention (Employed 4 Calendar Weeks)

Service Delivery Requirements

Milestone 2 provides support during the first four calendar weeks on the job. The job goal, hours worked, and wages earned should remain consistent with the IPE goal. Milestone 2 is considered to be achieved when the consumer has completed four calendar weeks of work in which:

- He or she met the hours per weekly work goal and pay rate as stated in the IPE.
- The consumer is satisfied with the job.
- The employer has indicated satisfaction with the employee (formal statement from employer is not required).

The VR Counselor is expected to make contact with the consumer to ensure satisfaction with the placement.

Expected Outcome

Short-term job retention (four calendar weeks) with appropriate on (or off)-the-job supports in an appropriate job that is consistent with the IPE employment goal and desired wages and weekly work hours.

Documentation Requirements

The Employment Support and Retention Plan should be completed and submitted within the first four calendar weeks of the job for all individuals. For individuals requiring more than 90 days of support to achieve successful stabilization and job retention, the Employment Support and Retention Plan must be updated at least quarterly. A monthly report of progress toward achievement of stabilization and demonstration of fading (decreasing the amount of support as a consumer becomes more proficient in completing job duties), as applicable, should also be provided using the Employment Support and Retention Plan. Payment for achievement of Milestone 2 may be made when verification is submitted that demonstrates that the consumer has maintained the employment outcome for four calendar weeks, and the Employment Support and Retention Plan has been completed and submitted to VR. Any applicable updates to job title, pay rate, hours per week, work schedule, accommodation needs, benefits considerations, and related information should also be provided. The Milestone Payment Verification and Invoice form should be submitted upon completion of this milestone to document that all requirements have been met.

For individuals with the most significant disabilities that need supported employment services, such services and supports will be paid in addition to Milestone 2 (see Supported Employment definition below).

Milestone 3: Retention (At Least 90 Days After Stabilization)

Service Delivery Requirements

Once an individual has achieved stabilization (as agreed upon by the team and documented in the Employment Support and Retention Plan), the 90-day retention period begins. Individuals will achieve stabilization at different times, with some consumers achieving stability very quickly (perhaps as quickly as day 1 on the job), while others will require many months of support prior to achieving stabilization, including those requiring Supported Employment (SE) Services.

VR may fund SE services for up to 24 months between the time of placement and achievement of stabilization through additional funding separate from milestone payments. For individuals receiving SE Services: during the 90-day period from achievement of stabilization to achievement of Milestone 3 (Retention), there should be a focus on transition to extended services (e.g., Waiver funding, Medicaid Rehabilitation Option [MRO], natural supports, etc.). Milestone 3 is considered achieved after an appropriate retention period, at least 90 days after stabilization has occurred. The VR Counselor is also expected to make contact with the consumer to ensure satisfaction with the placement.

Expected Outcome

Successful job retention for at least 90 days, following stabilization in an appropriate job consistent with the IPE employment goal and desired wages and weekly work hours.

Documentation Requirements

Payment will be made upon verification of achievement of successful employment retention of at least 90 days (after stabilization). If applicable, all transition to extended services documentation should also be completed prior to payment. Any applicable updates to job title, pay rate, hours per week, work schedule, accommodation needs, benefits considerations, and related information should also be provided. The Milestone Payment Verification and Invoice form should be submitted upon completion of this milestone to document that all requirements have been met.

JOB SEARCH ASSISTANCE/JOB PLACEMENT ASSISTANCE

Job search activities support and assist consumers in searching for an appropriate job. Job search assistance may include help in resume preparation, identifying appropriate job opportunities, developing interview skills, and assisting consumers in making contact with businesses or making contacts with businesses on behalf of the consumer. This service is typically paid through Milestone 1: Job Development and Placement.

Job placement assistance is a referral to a specific job resulting in an interview, whether or not the individual obtained the job. This service is typically paid through Milestone 1: Job Development and Placement.

Job Search Assistance and/or Job Placement Assistance may also be provided by VR through an hourly rate for individuals who require minimal assistance with obtaining employment, and do not require employment services through the Job development/support/retention milestones.

Service Delivery Requirements

As this service typically occurs through Milestone 1: Job Development and Placement, please see the VR Employment Services Model-Outcome Payments section for specific expectations. If this service is being purchased at an hourly rate, VR will set specific expectations based on individual consumer needs.

Expected Outcome

To prepare for or obtain job placement in an appropriate employment outcome that is consistent with the IPE employment goal and desired wages and weekly work hours.

Documentation Requirements

Strategies for achieving job placement should be outlined in Part B of the Discovery Profile. From the time job development begins, up until the time that placement is achieved, providers should also ensure ongoing monthly communication with VR (i.e. email, meetings, progress note, etc.) is occurring. This applies to job development occurring through both the Milestone 1 Job development and placement service, as well as through job development occurring through hourly job search assistance/job placement assistance.

ON-THE-JOB SUPPORTS SHORT-TERM

Support services are provided to consumers who have been placed in employment settings and who require additional supports to stabilize their placements and enhance job retention. Such services include short-term job coaching for consumers who do not have an SE goal consistent with the employment goal on the IPE. This service is typically paid through Milestone 2: Support and Short-Term Retention.

Service Delivery Requirements

The service delivery requirements are to provide short-term targeted assistance for the purpose of achieving stabilization and job retention. As this service is typically funded through Milestone 2: Support and Short-Term Retention, please refer to the VR Employment Services Model – Outcome Payments section for specific expectations. On occasion, individuals who are not receiving SE services may require short-term job coaching or similar support to assist with achievement of stabilization and retention that extends beyond what is provided through the milestone payments. In those cases, additional hourly on-the-job supports short-term may be authorized with approval of the Counselor based on review of appropriate justification

Expected Outcome

Stabilization on the job.

Documentation Requirements

The Employment Support and Retention Plan must be utilized to document supports provided, justification for additional support needs, progress toward stabilization, and date of stabilization once achieved. The Employment Support and Retention Plan should be updated at least quarterly, and progress should be provided monthly.

SUPPORTED EMPLOYMENT

SE services involve ongoing support services and other appropriate services needed to support and maintain an individual with a MSD in SE for a period of time generally not to exceed 24 months. Such services, such as job coaching, are for individuals who have SE and long-term supports identified on the IPE. Often, because of the nature and severity of the individual's disability, there is a need for extended services that are provided by a State agency, private nonprofit organization, employer, natural supports, or any other appropriate resource that are funded outside of VR.

Service Delivery Requirements

The service delivery requirements are to provide appropriate ongoing support services to individuals with MSD for whom competitive employment has not traditionally occurred, or for whom competitive employment has been interrupted or intermittent as a result of the significance of the disability, and who require SE services. SE services are provided from the time of job placement through achievement of stabilization and retention (90 days after stabilization). VR funding for SE services is outlined in

Table 2. SE services provided during the first four calendar weeks on the job are typically covered through Milestone 2: Support and Short-Term Retention, with additional SE services authorized following this four-week period under the appropriate monthly level rate. Once stabilization is achieved, SE services provided during the ninety-day retention period (in which the individual is at their highest level of independence, called stabilization) are typically funded through the Milestone 3: Retention payment.

Table 2: VR Funding for SE Services

SE Funding Source	SE Services From Placement to Retention
Milestone 2: Support and Short-Term Retention	Supports are provided day one on the job through completion of four calendar weeks on the job.
SE monthly level funding	Supports typically start after the fourth week on the job and are provided through achievement of stabilization. Fading (decreasing the amount of support as a consumer becomes more proficient in completing job duties) of supports should occur during this period.
Milestone 3: Retention	Supports are provided from stabilization through the ninety-day retention period.

Please note that the SE monthly level funding may begin sooner than four weeks, and/or could extend beyond stabilization if the consumer's level of support extends beyond what is provided through the Milestone 2 and/or Milestone 3 payment(s). Milestone 2 will cover up to 35 hours of support, while Milestone 3 will cover up to 30 hours of support. The intensive level of support needs should be well-documented in the Employment Support and Retention Plan, and the expectation for fading (decreasing the amount of support as a consumer becomes more proficient in completing job duties) remains. It should be noted that fading may not always occur in a completely linear process, and that the level of support may ebb and flow depending on the needs of the consumer. However, a fading pattern should be evident prior to identification that stabilization has occurred.

Expected Outcome

Stabilization on the job after a period of fading.

Documentation Requirements

Supports and progress toward stabilization should be documented in the Employment Support and Retention Plan. The plan should be updated at least quarterly or more often if there are changes in the type or amount of support needed. SE services will typically be authorized on a quarterly basis, and may be invoiced monthly with appropriate monthly progress updates to the plan (there is a section on the plan for monthly progress updates). The date of stabilization should also be documented on the Employment Support and Retention plan once stabilization is achieved.

BILLING INFORMATION

Billing information is provided as part of service definitions and expectations throughout this manual. Additional information regarding billable on-job site and off-job site activities is outlined below.

- Consumer On-Job Site: This is time spent by provider staff at a consumer's job site while the consumer is engaged in work activities. This includes time spent working with consumers, managers, supervisors, and coworkers; active observations; and any other tasks performed at the job site to help the consumer.
- Consumer Off-Job Site: This is time spent working for a particular consumer, but not necessarily at his or her job site. Off-Job Site activities include consumer-specific job development and worksite development activities, consumer-specific documentation time, and consumer-specific off-job site training. A breakdown of off-job site hours must be available upon request at the time of billing.
- Mileage Reimbursement: Mileage may be reimbursed at the current state mileage rate for all Discovery services, monthly level SE services, and other hourly services. Mileage will not be reimbursed for activities occurring through the milestone payments. Mileage will only be reimbursed after the provider has reimbursed the CRP staff and has verified that the mileage billed to VR is accurate. **The invoice must provide a breakdown of total miles billed. The hourly billing and mileage worksheet is one tool that may be utilized to report mileage billed. If necessary, VR may request additional information.** Mileage reimbursement is made pursuant to the Indiana Department of Administration travel circular¹; the rate of reimbursement is established within the circular and is subject to all applicable audits.
- Non-Billable Activities: Non-billable activities include travel time as well as activities that are not consumer-specific, such as public relations, community education, in-service/staff meetings, staff development and training.
- Billing Unit: Actual billable time for hourly services should be tracked for each consumer. **The invoice must provide a breakdown of total hours billed. The hourly billing and mileage worksheet is one tool that may be utilized to report hours billed. Due to separate cost codes, each hourly service shall be totaled and rounded separately from other hourly services.** The total number of minutes billed shall be added, and any fraction of the total that is 15 minutes or more may be rounded up to the nearest one-half hour total. **If necessary, VR may request additional information such as a comprehensive log of all billable activities during the billing period.**

¹ As of July, 2015, the applicable circular may be found at the following address:
<http://www.in.gov/idoa/2459.htm#Policies>

Below is an example:

	MINUTES	TOTAL # HOURS & MINUTES	TOTAL # HOURS & MINTUES (ROUNDED)	TOTAL UNITS BILLED (ROUNDED)
Job Shadow	78.00	1:18	1:30	1.50
Situational Assessment	118.00	1:58	2:00	2.00
Other Discovery	20.00	0:20	0:30	0.50

- Invoice Requirements: Please refer to the list below for invoice requirements for each specific service.
 - Discovery services – a provider generated invoice must accompany monthly billing along with the applicable required documentation (i.e. Discovery profile).
 - Job Readiness Training services - a provider generated invoice must accompany monthly billing along with the applicable required documentation (i.e. Job Readiness Training Plan and progress updates).
 - Job development/support/retention milestone funded services – the appropriately completed Milestone Payment Verification and Invoice form will serve as the invoice. All requirements for payment of each milestone must be met as outlined in this manual.
 - SE monthly level funded services – the appropriately completed Employment Support and Retention Plan (i.e., the invoice section on page 2 of the plan) will serve as the invoice.
 - Other hourly funded employment services - a provider generated invoice must accompany monthly billing along with any applicable required documentation.



EMPLOYMENT SERVICE FORMS

Form	Purpose
Discovery Profile	<p>The Discovery Profile is a document for, and about the consumer. It should include consumer activities (i.e. consumer participated in a job shadow, situational assessment, work experience, informational interview, etc.). It should <u>NOT</u> include a log of the Employment Consultant's activities (i.e. setting up situational assessment, sending email to VR, reviewing collateral information, etc.).</p> <p>The Discovery Profile is to be completed through the process of exploration of the consumer's talents, interests, preferences, and capabilities. The purpose of this profile is to document information learned about the consumer through a variety of Discovery activities, including skills, interests, personality traits and behavioral qualities, ideal work conditions, vocational themes, and related information. The completed Discovery profile should provide necessary information to help establish a specific vocational goal and the nature and scope of services that will be included on the consumers' VR IPE.</p> <p>The Discovery Profile is a tool that may be utilized beginning with the initial counseling meeting with the VR counselor and consumer. When providers are involved in carrying out Discovery activities, the Discovery Profile is a required, living document that must be submitted to VR monthly along with monthly billing. A completed Discovery Profile must be submitted to VR upon completion of the Discovery process and recommendation of a vocational goal.</p>
Job Readiness Training Plan	The Job Readiness Training Plan outlines the specific training needs, goals to be achieved through training, strategies to be used to achieve goals, and updates on progress toward achieving goals. The Job Readiness Training Plan should be developed and submitted to VR within two calendar weeks of referral for this service. The plan should be updated no less than quarterly until all training goals have been achieved, and progress toward achievement of goals should be provided to VR monthly.
Notice of Job Offer	A Notice of Job Offer outlines essential information about the job, including employer name, job title, wages, hours worked, start date, and related information. The Notice of Job Offer should be submitted to VR prior to the job start date.
VR Employment Services Milestone Payment Verification and Invoice	This form should be submitted each time a milestone is achieved, with appropriate information provided for each milestone. This form will also serve as an invoice for payment of each milestone.
Employment Support and Retention Plan	This is an agreed upon employment support plan that outlines job tasks and/or consumer behaviors requiring support in order for individuals to successfully achieve stabilization and job retention. The plan should be submitted to VR by completion of the fourth week of employment, and should be updated quarterly until the point in time when stabilization is achieved. The date of stabilization as well as monthly progress updates are also captured on this plan. Once stabilization is achieved, the Employment Support and Retention plan is no longer required to be updated.
Transfer to Extended Services	The Transfer to Extended Services form is completed for VR consumers who require extended services. The form should be completed following achievement of stabilization. VR and providers may work jointly to complete this document. VR will forward completed Transfer to Extended Services forms to entities providing extended supports at least 60 days prior to achievement of Milestone 3 (Retention).
Forms	All Forms are available online at www.vrs.in.gov under "Vocational Rehabilitation Employment Services: July 1, 2015 Revisions"

OTHER DEFINITIONS

Term	Definition
Review of the Local Job Market or Labor Market Survey	<p>This is an assessment of a consumer's local, intended, or acceptable (relocation) labor market that includes information about the availability of specific jobs, as well as job titles, skill demands, accommodations, pay scales, fringe benefits, location, and accessibility of work sites for those specific jobs in that geographical area. Tool options for this assessment may include the following:</p> <ul style="list-style-type: none"> • Hoosiers by the Numbers (http://www.hoosierdata.in.gov/) • America's Career Infonet (http://www.careerinfonet.org/)
Review of Work History and Transferable Skills	<p>This is an assessment of an individual's skills that can be used in jobs other than those jobs the individual previously performed. These are skills and capacities acquired by an individual from previous work and other experiences which have now been lost as a result of the impairment. Results of this assessment will include the identification of the transferable skills and the specific occupation(s), along with the specific occupation(s) wherein those skills are marketable. Occupations identified can be used to establish vocational goals and to identify job placement alternatives which may be immediately pursued by the consumer with little or no vocational training. Tool options for this assessment include the following:</p> <ul style="list-style-type: none"> • Indiana Career Connect/Career Explorer (https://www.indianacareerconnect.com/vosnet/Default.aspx?plang=E) • Career Index (http://www.thecareerindex.com/dsp_intro.cfm) • In-depth questions regarding previous work (http://www.nextsteps.org/nextsteps/)
Natural Supports	<p>Natural supports exist naturally in the workplace and the community. Primary consumer supports should occur naturally, and professional supports (training or consultation) should be used only when the consumer needs additional support or accommodations. Once employed, job coaching is provided with immediate emphasis on development of natural supports that allow for a more effective and efficient fading plan. The following are examples of using natural supports:</p> <ul style="list-style-type: none"> • The supervisor or coworker provides the employee with the same initial training as everyone else, with the employment specialist available to offer suggestions on accommodations and help with any additional training. • The supported employee rides to work with a coworker rather than the employment specialist. <p>Generally, there are five types of natural supports:</p> <ul style="list-style-type: none"> • Employer-provided or -facilitated • Transportation • Community • Personal and independent living • Social integration
Negotiable Employment Conditions/Preferences	<p>These are preferences for working conditions and the things that a consumer would like to be considered when looking for suitable employment.</p>
Non-Negotiable Employment Conditions	<p>These are the employment conditions that a consumer has indicated must or must not be present in an employment placement. These conditions must always be considered when looking for an employment placement for the consumer. Non-negotiable conditions may include the following:</p> <ul style="list-style-type: none"> • Job duties the consumer is not willing to perform • Workplace conditions that are unacceptable even with supports (e.g., the consumer must use the bus for transportation, but the bus does not run on Sunday, so, a job requiring Sunday hours is not acceptable)

Term	Definition
Task Analysis	Task analysis helps determine what should be taught. It is the process of teaching a skill by breaking it into smaller, more manageable steps. As the smaller steps are mastered, the consumer becomes increasingly independent in his or her ability to perform the larger skill.
Not Significant Disability (NSD) Significant Disability (SD) Most Significant Disability (MSD)	<p>Not Significant Disability (NSD), Significant Disability (SD), and MSD are designations used in the severity determination process. This determination is required for the VR Program to meet federal reporting requirements and is used as a prerequisite to the provision of SE services, which are limited to individuals with the most significant disabilities. The severity determination will establish that the individual's disability is a disability of one of three levels of significance:</p> <ul style="list-style-type: none"> • NSD – has a physical or mental impairment that results in a substantial impediment to employment and who presumably will benefit in terms of employment outcome from the provision of VR services • SD – has a severe physical or mental impairment that will substantially limit <u>one or two</u> functional capacities (communication, interpersonal skills, mobility, self-care, self-direction, work skills, and work tolerance) in terms of employment outcome and who can be expected to require multiple VR services over an extended period of time • MSD – has a severe physical or mental impairment that substantially limits <u>three or more</u> of the functional capacities, specified above, in terms of employment outcome who can be expected to require multiple VR services over an extended period of time
Competitive, Integrated Employment	Competitive employment is work performed by a person with a disability in an integrated setting. It can be performed on a full-time or part-time basis, with compensation at or above minimum wage, and at a rate comparable to (not less than) the customary wage and level of benefits for non-disabled workers performing similar work.
Individual Plan for Employment	The IPE is the collaborative plan the counselor and consumer, at a minimum, jointly develop and implement with an agreed upon vocational goal and objectives identified to reach that goal, including services, service providers, and supports.
On-the-Job Training (OJT)	OJT is training in specific job skills by a prospective employer. Generally, the trainee is paid during this training and will remain in the same or a similar job upon successful completion.

Term	Definition
Stabilization	<p>Stabilization is the highest level of independence an individual is able to attain after an appropriate period of supports, including SE services (up to 24 months) and other supports, and is jointly agreed to by the consumer and VR Counselor. Individuals may achieve stabilization immediately upon starting a job, or may require many months of support prior to achieving the highest level of independence. For SE services, there is an expectation that fading (decreasing the amount of support as a consumer becomes more proficient in completing job duties) of supports occurs prior to stabilization. When making a determination as to whether an individual has achieved stability, the following questions should be considered:</p> <ul style="list-style-type: none"> • Is it evident that fading of supports has occurred, even if fading has not been entirely linear (i.e., periods of ebb and flow)? • Has the consumer made significant progress in gaining independence on the job during the period of supports? • Is there strong potential for the individual to become more independent, resulting in additional fading of supports? • Is the consumer meeting performance standards of the employer, with as little support as possible and as is likely for that individual? • Why do you believe the consumer has achieved their highest level of independence? What other evidence do you have? • For consumer's receiving SE, are you confident the consumer will be able to maintain the job with the appropriate extended services?
Extended Services	<p>Extended services are ongoing support services needed to support and maintain an individual with the most significant disability in his or her job. These services are provided by a State agency, a private nonprofit organization, employer, natural supports, or any other appropriate resource from funds <u>other than VR</u>.</p>
Informed Choice	<p>Informed choice was implemented in The Rehabilitation Act of 1973 and requires that activities and services are carried out in a manner consistent with the principles of respect for individual dignity, personal responsibility, self-determination, and pursuit of meaningful careers, based on informed choice of individuals with disabilities. It requires that consumers must be active and full partners in the VR process, making meaningful and informed choices during assessments for determining eligibility and VR service needs and in the selection of employment goals.</p>
<p>Trial Work Experience (TWE)</p> <p>Extended Evaluation (EE)</p>	<p>Prior to any determination that an individual with a disability is incapable of benefiting from vocational rehabilitation services in terms of an employment outcome because of the severity of that individual's disability, VR must conduct an exploration of the individual's abilities, capabilities, and capacity to perform in realistic work situations to determine whether or not there is clear and convincing evidence to support such a determination. This process is conducted through a TWE and/or an EE.</p> <ul style="list-style-type: none"> • An agreed-upon written TWE plan must be in place. The assessment must be in the most integrated setting possible, using real work settings, and must offer sufficient time and variety to determine whether the consumer is capable or incapable of benefiting from VR services in terms of an employment outcome. • Under limited circumstances when the individual cannot take advantage of a TWE or if all TWE options have been exhausted, the VR Counselor will determine if an EE is necessary to make a determination regarding capability and whether services will benefit in terms of employment. • Periodic assessments and, upon completion, a written report are required.



Term	Definition
Post-Employment Services	Post-employment services means one or more services that are provided subsequent to the achievement of an employment outcome and that are necessary for an individual to maintain, regain, or advance in employment. Post-employment services are available to meet rehabilitation needs that do not require a complex and comprehensive provision of services and should be limited in scope and duration. For example, such services are available to assist an individual whose job may be in jeopardy because of a conflict with coworkers, or the consumer needs assistance in learning a new skill because of a change in job duties.
Vocational Themes	Vocational themes direct individuals seeking vocations to environments and businesses that take advantage of their unique talents and abilities. This process is designed to generate at least two overarching vocational themes. The themes are not job descriptions, but rather a more expansive approach that looks at large umbrella topics that represent many jobs, environments, skills/tasks sets, and interests. Additional information about vocational themes can be found on page 1 of the Discovery Profile.

Attachment A

EMPLOYMENT SERVICES WORK FLOW

The following is a step-by-step overview of the employment service process:

1. Start with Discovery; discovery is necessary for all individuals (SE or non-SE) though specific activities; scope and duration of activities will vary based on individual need.
2. Determination as to whether the individual is ready to begin job development:
 - a. If YES → begin job development and placement activities.
 - b. If NO → what additional discovery is necessary before job placement activities begin?
3. Begin job development under the milestone structure.
4. Obtain employment in line with IPE goal; if employment is not obtained, identify whether there are additional job readiness activities necessary and/or consider modifications to employment goal or strategies to achieving goal.
5. Milestone 1: Job Development and Placement (One Week of Employment) is achieved.
6. Milestone 2: Support and Short-Term Retention (Four Weeks of Employment) is achieved.
7. Employment Support and Retention Plan is developed during the first four weeks of employment.
8. Necessary supports are provided, including SE services for individuals with an MSD; SE services funded by VR may continue for up to 24 months.

Typically, SE services begin after achievement of Milestone 2: Support and Short-Term Retention (Four Weeks of Employment); SE services may begin earlier if consumer has a high level of need (in this circumstance, defined as requiring more than 35 hours of support during the first four calendar weeks on the job); hours over the 35-hour “trigger” during first four weeks may be funded through SE payment structure.

9. Employment Support and Retention Plan is reviewed and revised as necessary (at least quarterly).
10. Stabilization is achieved (point in time where the consumer has reached his or her highest level of independence on the job).
11. Milestone 3: Retention is achieved (individual has maintained employment for at least 90 days after reaching stabilization).



Attachment B

SERVICE CODES AND RATES

Service	CC-DC code	Rate
Discovery: Vocational Testing	01-44	\$42 per hour
Discovery: Job Shadow	53-09	\$42 per hour
Discovery: Situational Assessment	53-02	\$42 per hour
Discovery: Work Experience Development	53-05	\$42 per hour
Discovery: Work Experience A: 1 - 5 Hours per Week	53-06	\$200 per week
Discovery: Work Experience B: 6 - 10 Hours per Week	53-07	\$325 per week
Discovery: Work Experience C: 11+ Hours per Week	53-08	\$450 per week
Discovery: Other Discovery Activities (as Specified in Manual)	53-10	\$42 per hour
Employment Services: Job Readiness Training	30-01	\$42 per hour
Employment Service Outcomes Milestone 1: Job Development and Placement	72-01	\$1,300
Employment Service Outcomes Milestone 2: Support and Short-Term Retention	72-02	\$1,500
Employment Service Outcomes Milestone 3: Retention	72-03	\$1,300
Job Search Assistance/Job Placement Assistance	80-01	\$42 per hour
On-the-Job Supports – Short-Term	80-04	\$42 per hour
Supported Employment (SE) Level 1: 1 - 5 Hours per Month	63-03	\$176 per month
SE Level 2: 6 - 10 Hours per Month	63-04	\$352 per month
SE Level 3: 11 - 15 Hours per Month	63-05	\$528 per month
SE Level 4: 16 - 20 Hours per Month	63-06	\$720 per month
SE Level 5: 21 - 25 Hours per Month	63-07	\$920 per month
SE Level 6: 26 - 30 Hours per Month	63-08	\$1,120 per month
SE Hourly	63-01	\$42 per hour



Attachment C

APPLICATION PROCESS FOR COMMUNITY REHABILITATION PROVIDERS

APPLICATION PROCESS FOR NEW CRPs

1. Applications for potential new providers are accepted any time throughout the year.
2. A Provider interested in providing employment services for Vocational Rehabilitation (VR) consumers must complete an application and provide the required documentation. Applications are available at www.vrs.in.gov.
3. The Provider must submit a completed application and all required documentation electronically to Celia Bartel with the Bureau of Quality Improvement/Provider Relations at celia.bartel@fssa.in.gov with the subject line of "CRP Application".
4. A Provider Relations representative will contact the potential provider to address any missing or incomplete information on the application. A Request for Information (RFI) will be provided (via email) as follow up to the conversation.
5. The potential provider has **30 calendar days** to submit the information (and any corresponding documents) requested in the RFI. Information must be submitted to Celia Bartel with the Bureau of Quality Improvement/Provider Relations at celia.bartel@fssa.in.gov , noting in the subject line "CRP RFI Response".
6. Once all required information is received, Provider Relations will complete the application review within **40 calendar days**. Provider Relations will notify the potential provider, via email, of the decision to approve or not approve the potential provider.
7. If the Provider is approved for VR employment services, the Provider will receive a Provider Agreement for signature. The Agreement must be signed and returned to the Provider Relations representative within **seven (7) calendar days of receipt**. The signed agreement must be submitted electronically to the Celia Bartel with the Bureau of Quality Improvement/Provider Relations at celia.bartel@fssa.in.gov noting in the subject line "CRP Agreement".
8. If the potential provider is not approved, the potential provider may reapply at any time. [Non-approval will occur in those cases where the potential provider is not responding to the RFI or has missing certifications.]



APPLICATION PROCESS FOR CURRENT VR CRPs TO ADD COUNTIES OR SERVICES

1. A CRP interested in expanding services and/or counties served must complete the application titled "Provider Request to Add Counties or Services" available at www.vrs.in.gov.
2. The CRP must submit the completed application and all required documentation electronically to Celia Bartel with the Bureau of Quality Improvement/Provider Relations at celia.bartel@fssa.in.gov, with the subject line "CRP Service Request". **The body of the email must detail the type of change being requested.**
3. A Provider Relations representative will contact the CRP if additional information is required. Should additional details be needed, a Request for Information (RFI) will be emailed to the provider.
4. RFI responses must be submitted electronically to Celia Bartel with the Bureau of Quality Improvement/Provider Relations at celia.bartel@fssa.in.gov with the subject line of "CRP RFI Response." The provider has **30 calendar days** to submit the information requested.
5. Once all required information is received, **Provider Relations will complete the application review within 40 calendar days.**
6. Provider Relations will notify the CRP, **via email, of the decision to approve or not approve the requested change.**